

1. Record Nr.	UNINA9910654404703321
Autore	Berard Jocelyn
Titolo	Accelerating leadership development : practical solutions for building your organizations potential // Jocelyn Berard
Pubbl/distr/stampa	Ontario, : Jossey Bass, 2013
ISBN	9781118464731 1118464737 9781118464724 1118464729
Edizione	[1st edition]
Descrizione fisica	1 online resource (322 pages)
Disciplina	658.4/092
Soggetti	Leadership Leadership - Evaluation Executive ability
Lingua di pubblicazione	Inglese
Formato	Materiale a stampa
Livello bibliografico	Monografia
Note generali	Description based upon print version of record.
Nota di bibliografia	Includes bibliographical references and index.
Nota di contenuto	Accelerating Leadership Development: Practical Solutions for Building Your Organization's Potential; Contents; Acknowledgments; Introduction: The Business Performance Framework; Part 1: Leadership and Succession; Chapter 1: The Leadership Success Profile; THE CRITICAL COMPONENTS; Competencies (What I Can Do); Knowledge (What I Know); Experience (What I Have Done); Personality Traits/Motivation (Who I Am); THE BUCKET LIST; COMPETENCIES, EXPERIENCE AND KNOWLEDGE; Competencies; Experience; Knowledge; THE IMPORTANCE OF PERSONALITY; LAST THOUGHTS ON WHAT IT TAKES; WHAT THE EXPERTS SAY Going beyond Core Personality Traits Competencies; Knowledge and Experience; Chapter 2: Identifying Leadership Potential; PREDICTORS OF SUCCESS FOR FUTURE LEADERS; 1. Cognitive Complexity and Capacity; 2. Drive and Achievement Orientation; 3. Learning Orientation; 4. Personal and Business Ethics; 5. Motivation to Lead; 6. Social and Emotional Complexity and Capacity; A MEETING OF MINDS; DO WE TELL THEM OR NOT?; WHAT THE EXPERTS SAY; Leadership Potential; Cognitive Complexity and Capacity; Drive and Achievement Orientation;

Learning Orientation; Personal and Business Ethics; Motivation to Lead Social and Emotional Complexity and Capacity Chapter 3: Diagnosing Development Needs; 1. THE MULTI-RATER SURVEY; 2. KNOWLEDGE AND EXPERIENCE INVENTORY; 3. THE HOGAN PERSONALITY ASSESSMENT TOOLS; THE IMPORTANCE OF SELF-AWARENESS; WHAT YOU KNOW, WHAT OTHERS KNOW; WHAT THE EXPERTS SAY; Personality and Leadership; Self-Knowledge and Managerial Development; Chapter 4: Prescribing Development Solutions; THE IMPORTANCE OF SHOWING UP; DELIBERATE PRACTICE MAKES PERFECT; LEARN WHILE YOU WORK, WORK WHILE YOU LEARN; STAYING ON TRACK; INFORMAL LEARNING; Communities of Practice; Action Learning Informal Learning WHAT THE EXPERTS SAY; Prescribing Development Solutions; Individual Leader Development; Chapter 5: Ensuring and Reviewing Development; CREATE LEARNING TENSION; IMPLEMENTATION AND REVIEW; 1. Establish Accountability for the Execution of Development Plans; 2. Develop and Implement Follow-Up Processes; 3. Define and Implement the Communication Plan; 4. Develop a Leadership Dashboard and Succession Activities Using Lead and Lag Measures; 5. Plan and Execute Reviews of High Potentials' Development and Incorporate Lessons Learned; WHAT THE EXPERTS SAY Identification and Development of High Potentials Part 2: Leadership in Action; Chapter 6: Leaders as Coaches; COACHING AND ACCOUNTABILITY; EXECUTIVE, MANAGEMENT AND BUSINESS COACHING; COACHING IN ACTION; THE COACHING PROCESS; 1. Initiate; 2. Clarify; 3. Explore; 4. Act; ESTABLISH NEXT STEPS; ESTABLISH ACCOUNTABILITIES; WHAT THE EXPERTS SAY; Leader Development; On Coaching; Key Practice 1: Effective managerial coaches will clarify the results/performance outcomes that are truly needed or desired from junior managers Key Practice 2: Effective managerial coaches provide honest, ongoing, balanced performance feedback to junior managers

Sommario/riassunto

Proven strategies and innovative solutions for developing and retaining successful leaders Many organizations today are facing a crisis of leadership. As the Baby Boomer generation exits the workforce, companies are struggling to find qualified leaders to fill critical roles. Accelerating Leadership Development offers solutions for leadership development, management, and retention from award-winning development firm Global Knowledge. Accelerating Leadership Development provides a proven model to help companies develop high-potential employees with the competencies and knowledge capital to ass
